

## COMPETENCY/SKILLS INFORMATION

This SECNAV-approved document provides additional information regarding competency/skill requirements listed in the selection board convening order. This document is a comprehensive list of all possible requirements across communities and paygrades. Individual selection boards should only reference the particular requirements listed in the competency/skill requirements section of the board's convening order.

Competencies/Skills, listed in alphabetical order, include:

- a. Acquisition Corps
- b. Astronaut Consideration
- c. Cyber Operations and Planning
- d. Education and Training
- e. Expeditionary Warfare and Confronting Irregular Challenges
- f. Financial Resource Management (FM)
- g. Human Intelligence (HUMINT)
- h. Integrated Air and Missile Defense (IAMD)
- i. Joint Experience
- j. Language, Regional Expertise, and Cultural (LREC) Experience
- k. Navy Operational Planner
- l. Naval Special Warfare (NSW) Experience
- m. Nuclear Trained Chief Warrant Officers (CWOs)
- n. Nuclear Trained Limited Duty Officers (LDOs)
- o. Nuclear Weapons Technical Expertise
- p. Operational Analysis (OA)
- q. Political-Military (POL-MIL)/Strategists
- r. Recruiting Leadership
- s. Shore Installation Management (SIM)
- t. Space Cadre
- u. Targeting

a. **Acquisition Corps.** Acquisition Corps community officers possess the qualifications to manage the development, acquisition, and life cycle support of the Navy's current and future platforms and associated systems. Acquisition Corps community officers serve in Critical Acquisition Positions (CAP) and Key Leadership Positions (KLP), both of which have statutory requirements. To meet these statutory requirements, specific training and detailing to acquisition billets can preclude Acquisition Corps community officers from acquiring joint duty credit and serving in traditional command billets. To develop officers eligible to serve as Major Program Managers or Major Acquisition Shore Commanders, assignments given to these

officers may result in career patterns different from officers who have served exclusively in their primary specialty. There is no strict career or assignment path to promotion in the Acquisition Corps community. Direct association with a major acquisition program, while a significant factor, is not a prerequisite for promotion. Evaluate the quality of an Acquisition Corps officer's performance in acquisition assignments as having weight equal to that ordinarily given to other members of their respective communities who have followed more traditional career paths. Important elements of this evaluation include sufficient relevant acquisition experience and progress in attaining Level III certification in one or more acquisition career fields. Give careful consideration to demonstrated performance in this area.

**b. Astronaut Consideration**

(1) Selected officers of the Unrestricted Line (URL), Aviation Engineering Duty Officer (AEDO), Engineering Duty Officer (EDO), and Medical Corps (MC) communities are part of the astronaut program. This vital multi-service program directly supports the U.S. National Security Strategy by providing a cadre of highly specialized officers whose primary responsibility is to train for and perform as NASA Pilot Astronauts or Mission Specialists.

(2) Because of highly specialized training and operational mission requirements, Navy astronauts are precluded from compiling sea service time, acquiring joint duty credit, or serving in traditional command billets. However, they spend considerable time working overseas with partner nations, operating in a multi-service environment, and commanding or having responsibility for operations on multi-billion dollar spacecraft.

(3) Evaluate the quality of performance required of officers in the astronaut program, along with progressive assignments of increasing responsibility and leadership, and their valuable contribution to the U.S. National Security Strategy as having weight equal to that ordinarily given to other members of their respective communities who have followed more traditional career paths. Give consideration to demonstrated performance and expertise in this area.

c. **Cyber Operations and Planning.** Operations in the cyberspace domain, to include operations in the electromagnetic spectrum (EMS), are critical to execution of Joint and Naval operations. Information Dominance Corps officers manage and execute operational portfolios that include DoD Information Network (DoDIN) operations, electromagnetic spectrum (EMS) management, offensive and defensive cyberspace operations, and network exploitation. These portfolios encompass acquisition, maintenance, command and control, operation, and defense of Navy networks and communications infrastructure; exploitation and attack of adversary networks and communications systems, to include integration of kinetic and non-kinetic effects; and planning for Navy, Joint, Interagency, and Coalition cyberspace operations. Particular emphasis should be given to officers with experience in all facets of network operations, to include data transport and storage as well as spectrum management; network exploitation, defense and attack; information technology management and acquisition; communications and network command and control; cryptology; threat analysis; and cyberspace operational planning.

d. **Education and Training.** The Navy's ability to support future operational requirements depends on a well-educated and trained officer and enlisted work force. The Navy requires officers to support a multitude of training and educational billets often outside their mainstream career path. These efforts are crucial to building the Navy of the future. Give careful consideration to officers who have successful tours in training commands or education institutions, have served as faculty at military education institutions, or have otherwise contributed significantly to the development of the current and future workforce through individual or team training innovations. Through their actions, these officers have ensured Fleet Readiness via the most skilled and competent maritime force in the world.

e. **Expeditionary Warfare and Confronting Irregular Challenges.** The Navy's increased focus on expeditionary warfare and confronting irregular challenges requires the Navy to retain officers who possess unique experience in these evolving domains. Give careful consideration to demonstrated performance of those officers who have expertise in billets that have impacted these two warfare areas, as well as expertise in Intelligence, Surveillance and Reconnaissance, Provincial Reconstruction Teams, security force assistance, Anti-Terrorism and Force Protection (AT/FP), Humanitarian Assistance/Disaster Relief (HA/DR), detainee operations, customs inspections,

counter-IED, Maritime Expeditionary Security and Riverine (Coastal Riverine Force), Civil Military Affairs, Expeditionary Combat Readiness Center and Expeditionary Training, Foreign Area specialists, and tours in U.S. Coast Guard, U.S. Marine Corps, and Special Operations Forces (SOF) commands. Experience may have been attained either afloat, or while serving ashore on major joint and Navy staffs or commands. Evaluate the quality of an officer's performance in one of these challenging expeditionary assignments as having weight equal to that ordinarily given to the performance of other members of his or her respective community who have followed a more traditional career path. Give careful consideration to demonstrated performance and expertise in these areas.

**f. Financial Resource Management (FM)**

(1) FM subspecialty officers are critical to ensure the "Business of the Navy" is well planned and executed. FM officers make up the pivotal knowledge base needed to protect and utilize our fiscal resources. The professional development path is designed to develop commanders and captains into future FM-experienced flag officers, and to ensure we maximize our return-on-investment of FM post-graduate education. We value officers who have earned FM subspecialty codes of 3111Q, 3111R, and 3111S through proven performance in comptroller, programmer, and budget officer FM tours, listed in priority order: OASN(FM&C) FMB, OPNAV-N80, JCS-J8, OUSD (Comptroller), OPNAV Requirements Officers, OUSD(CAPE)[known as OSD(PA&E) in older records], COCOM-J8 staffs, Fleet-N8 staffs, and TYCOM-N8 staffs.

(2) Give special consideration to those officers who have earned the subspecialty code of a fully-qualified FM: 3111, with suffixes listed below in priority order:

- 3111Q--FM Master's Degree (MBA) + one or more FM experience tours
- 3111R--Multiple FM experience tours (without MBA)
- 3111S--Single FM Experience Tour (without MBA)

**g. Human Intelligence (HUMINT).** HUMINT trained officers provide the Navy a unique ability to obtain tactical, operational and strategic intelligence through interpersonal contact, as compared to more technical collection disciplines. Officers selected to perform HUMINT duties are extensively screened and complete demanding training to become proficient at this advanced and sensitive intelligence gathering discipline. HUMINT qualified officers deploy worldwide to support Navy, Theater, Joint, and National collection requirements and often

provide critical intelligence used for force protection and national security decision making. Since most HUMINT officers are detailed to multiple tours and specialized training, this career track can delay HUMINT officers from acquiring joint duty credit and serving in traditional command and milestone billets. Further, officers in this specialty may have less opportunity to compete for breakouts and often fitness reports are less specific than traditional career paths. You must view the quality of performance of the officers in HUMINT as having weight equal to that ordinarily given to the quality of performance of other members of their respective communities who have followed a more traditional career path. Give careful consideration to the demonstrated performance of officers with these skills and this expertise.

**h. Integrated Air and Missile Defense (IAMD).** IAMD combines Navy capabilities with those of other U.S. Military Services and our allies, partners and friends in defense of deployed forces, and the lands and territories of the United States. A National Defense Strategy decision to implement Phased Adaptive Approach for missile defense in Europe has further emphasized the importance of this mission area in a regional context, which is applicable in all areas of responsibility (AOR). The Navy requires officers with experience in theater and regional ballistic missile defense, theater and regional air defense and cruise missile defense, command and control, and integration of these disciplines. The ability to comprehend, manage, and employ tactical data systems within and across dispersed geographic areas and formations of joint, allied, and Naval Forces is fundamental to cohesive and successful IAMD. The ability to operate around the globe in an IAMD environment is critical for mission success and officers with this skill set are in high demand. Give careful consideration to officers with demonstrated performance and expertise in IAMD.

**i. Joint Experience**

(1) The Navy's ability to operate effectively with multiple military forces in operations conducted across domains such as land, sea, air, space, or in the information environment depends on providing fully qualified and inherently joint strategic leaders, critical thinkers, and skilled warfighters. To foster this ability, a number of officers are, or have been, assigned to the Office of the Secretary of Defense, the Joint Staff, combatant command headquarter staffs, the defense agencies, other joint assignments to include various joint task

forces, and to assignments for joint military training and education.

(2) The Navy must ensure its future leaders are well versed in joint matters and designated as Joint Qualified Officers. Give careful consideration to demonstrated performance in a joint duty assignment, as well as completion of joint professional military education (JPME Phase I and II).

**j. Language, Regional Expertise, and Cultural (LREC) Experience.** Officers who gain competence through assignments requiring foreign language, regional expertise, and cultural experience provide the Department of Defense a unique combination of technical expertise and operational leadership, and provide the Navy the capability to support both current and future operational requirements. These skills are particularly critical in the development of cooperative relationships with emerging partners which, in turn, is central to theater engagement, security cooperation, and the execution of the overarching Maritime Strategy. Particular emphasis should be given to officers who have demonstrated language proficiency and developed expertise in languages which the Department of Defense and Navy have identified as strategic, but which are not dominant in the force: Arabic (all dialects); Chinese Mandarin; Hindi; Indonesian; Japanese; Pashto; Persian-Iranian (Farsi); Persian-Afghan (Dari); Punjabi; Turkish; Tamil; and Urdu. Officers with proficiency and practical experience in more than one strategic language add capability beyond those with none or only one. Give careful consideration to demonstrated performance and expertise of officers who have served, or are serving, in operational assignments requiring language, regional expertise, and cultural experience. This includes assignments as Senior Defense Official/Defense Attaché (SDO/DATT), Naval Attaché, Security Assistance Officer, Personnel Exchange Program, Navy Expeditionary Combat Command, and Afghanistan-Pakistan Hands.

**k. Navy Operational Planner.** Today's and tomorrow's Navy leadership must be able to apply the tools of operational art and operational level planning. The Navy has made a substantial investment in the evolution of our fleet commanders into Joint Force Maritime Component Commanders (JFMCC) as well as the establishment of our Maritime Operational Centers (MOC). That investment must also be made on the human capital side by ensuring that a sufficient number of our commanders and captains have the requisite expertise to staff our JFMCC and MOC staffs. Naval Operational Planner Course (NOPC) graduates are educated

to comprehend the JFMCC's unique operational/tactical level force employment considerations. Additionally, they have knowledge of the command element of the Combined and Joint Task Force (CJTF) Commander organization, functions, and operational force employment considerations. Give careful consideration to the demonstrated performance of officers with these skills and this expertise.

l. **Naval Special Warfare (NSW) Experience.** NSW Forces have played a crucial and continuing role in combat operations and a global struggle against violent extremists as well as a full spectrum of Irregular Warfare activities as part of a military and whole of government interagency effort. NSW Forces also conduct operational preparation of the environment and are postured for more traditional major theater war plans. Naval officers with experience and knowledge of Special Operations campaigns, operations and tactics, techniques, and procedures applied in unilateral, joint, interagency, and partner nation operating environments are crucial for the Navy, DoD, and our Nation now and in the future. This experience and knowledge are significantly enabled by officers with technical, regional, cultural, and foreign language expertise. Assignments with U.S. and coalition special operations forces and other U.S. government agencies, to include Theater Special Operations Commands, U.S. embassies, and Joint/Interagency/Combined Task Forces which may not be their typical career path, are vital to the successful prosecution of Overseas Contingency Operations. Give careful consideration to demonstrated performance and expertise in these areas, and consider any operational or deployable assignment at a Naval Special Warfare (NSW) Command as an arduous sea duty assignment.

m. **Nuclear Trained Chief Warrant Officers (CWOs).** Some nuclear-trained CWOs (740X) serve in unique assignments outside of the mainstream CWO career path. These assignments are among the highest priority "needs of the Navy." The CWOs filling these assignments will not have the traditional career milestones, i.e., warfare qualification, division officer, and department head tours. They are specifically screened and selected to assume responsibility as technical experts in naval nuclear propulsion plant maintenance, refueling, construction, operation, and training. These CWOs exercise Department of Energy regulatory authority and provide subordinate leadership to submarine, CVN, and shipyard commanding officers; they provide peer leadership and mentoring to reactor officers, chief engineers, and submarine engineers. They report directly to the

Director, Naval Nuclear Propulsion Program (NNPP), on matters pertaining to reactor and radiological safety. The NNPP's superb safety record, which facilitates the worldwide operational readiness of the Navy's nuclear-powered fleet, is due in large part to the leadership and technical expertise of this small group of hand-picked professionals. The unusual responsibilities and non-traditional career path of these officers should be viewed positively, given the importance and the highly specialized nature of the community.

n. **Nuclear Trained Limited Duty Officers (LDOs).** Some nuclear-trained LDOs (640X) serve in unique assignments outside of the mainstream LDO career path. These assignments are among the highest priority "needs of the Navy." The LDOs filling these assignments will not have the traditional career milestones, i.e., warfare qualification, division officer, and department head tours. They are specifically screened and selected to assume responsibility as technical experts in naval nuclear propulsion plant maintenance, refueling, construction, operation, and training. These LDOs exercise Department of Energy regulatory authority and provide subordinate leadership to submarine, CVN, and shipyard commanding officers; they provide peer leadership and mentoring to reactor officers, chief engineers, and submarine engineers. They report directly to the Director, Naval Nuclear Propulsion Program (NNPP), on matters pertaining to reactor and radiological safety. The NNPP's superb safety record, which facilitates the worldwide operational readiness of the Navy's nuclear-powered fleet, is due in large part to the leadership and technical expertise of this small group of hand-picked professionals. The unusual responsibilities and non-traditional career path of these officers should be viewed positively, given the importance and the highly specialized nature of the community.

#### **(Captain Selection Board)**

The career path for nuclear trained LDOs does not include command opportunity until after selection for Captain. Their pinnacle career path billets are: (1) Naval Reactors Representative (NRR) in a fleet concentration area, or (2) chief engineer (CHENG) of a nuclear powered aircraft carrier. Nuclear trained LDOs assigned to these billets are hand-picked among highly qualified officers with significant technical and leadership experience. The NRR at a shipyard in a fleet concentration area serves in an O-6 or Executive civilian billet.

o. **Nuclear Weapons Technical Experience.** Engineering Duty Officers (144X), Limited Duty Officers (626X), and Chief Warrant Officers (726X) who serve or have served in billets directly responsible for the design, maintenance, transportation, and storage of nuclear weapons and nuclear weapons systems possess unique skills and expertise critical to our Nation and Navy. The Navy has a critical requirement to maintain a cadre of senior officers with nuclear weapons technical experience to maintain the overall long-term health of this vital program. These officers perform critical duties to maintain the safety, security, and reliability of the Navy's nuclear weapons program consistent with operational requirements and the National Defense Strategy. The unusual responsibilities and non-traditional career path of these officers should be viewed positively. Give careful consideration to the demonstrated performance of officers with these skills and this expertise.

p. **Operational Analysis (OA).**

**(Lieutenant Commander and Commander Selection Boards  
Operational Analysis (OA) Subspecialty)**

The nature of today's security challenges has defined a requirement for naval officers who can quantitatively determine warfighting and warfighting support requirements, including risk assessments of various options. Such officers possess the proven ability to develop and use rigorous analyses as a basis for informing decisions on establishment of requirements and allocation of resources across the entire range of activity in Navy operations and programs. In your deliberations, give careful consideration to the Navy's need for officers with education and proven expertise in the tools, techniques, and methods associated with the OA field. The OA education subspecialty codes of 3210P/3211P earned by LCDRs, as well as the 3211S experience-only tour earned in the OA jobs, yield the highly-qualified experts upon which the Navy relies.

**(Captain Selection Board Operational Analysis (OA) Subspecialty)**

The nature of today's security challenges has defined a requirement for senior naval officers who can quantitatively determine warfighting and warfighting support requirements, including risk assessments of various options. Such officers possess the proven ability to develop and use rigorous analyses as a basis for informing decisions that shape and influence requirements and allocation of resources across the entire range of activity in Navy operations and programs. In your

deliberations, give careful consideration to the Navy's need for senior officers with education and proven expertise/experience/tours in the important competency of OA, specifically those who have earned the subspecialty code of a highly-qualified Operational Analyst: 3211Q (OA education + experience tours) or 3211R (multiple experience tours without education).

q. **Political-Military (POL-MIL)/Strategists.** POL-MIL/Strategist community officers possess the qualifications and experience to manage the development, execution, and assessment of the Navy's strategy, plans, and policy. These officers may also attain specific regional skill sets that improve our partnerships with allies and understanding of other nations' navies and governments. The Strategists (subspecialty code 2000) fill a number of demanding assignments on the Navy Staff, Combatant Commander Staffs (COCOMs), Naval Component Commander (NCC) Staffs, Joint Staff, Office of the Secretary of Defense (OSD), National Security Council Staff, and other high visibility billets throughout the U.S. Government. Similarly, POL-MIL regional specialists (subspecialty code 21XX) are needed to serve in critical assignments at COCOMs, NCCs, the Joint Staff, and OSD. It is essential to recognize and retain this cadre of officers, as well as capitalize on their previous POL-MIL tours in mid and senior officer pay grades. Mid-grade officers with POL-MIL education and experience are critical to our current strategy development and essential to building fully qualified (education and utilization tour) senior leadership for the future. Particular consideration should be given to officers who have a subspecialty in POL-MIL affairs; graduates of NWC, NPGS and NDU with POL-MIL Affairs sub-specialties; and those with a doctoral degree in strategy or regional POL-MIL areas. This skill set is exceptionally difficult to obtain, and has great value to the Navy, but it may also require the officer to spend a significant amount of time in a "not observed" fitness report status. Give careful consideration to officers who have demonstrated performance in the POL-MIL/Strategist and regional expertise areas and have continued to perform well in operational tours, but who may not have traditional shore rotations and "break out" opportunities.

r. **Recruiting Leadership**

(1) Selected officers of the Unrestricted Line (URL) are screened for command leadership billets under Special Programs Ashore for recruiting duty. This vital duty directly supports the Navy by providing exceptional officers whose primary

responsibility is to recruit the best qualified men and women for the active and reserve components of the Navy.

(2) A Navy Recruiting District (NRD) Commanding Officer develops, implements, and manages plans to recruit and select a sufficient number of quality candidates to meet the Navy's officer and enlisted recruiting goals. Their area of responsibility encompasses an average territory spanning several states, 50 recruiting stations, a budget of over 2 million dollars, and over 250 Sailors, civilians, and contract employees. Assignments given to these officers may result in career patterns different from officers who have served exclusively in their primary communities. Despite these non-traditional assignments, commanding officers of NRDs have as much responsibility and as many leadership challenges as operational fleet billet commanding officers and a mission equally as critical.

(3) There continues to be a recognition of the importance of recruiting duty in today's Navy. Not only is this mission critical in shaping the fleet of today and tomorrow, the tools developed during these assignments are essential to the Navy's leaders of the future. Evaluate the overall quality of performance of an officer with recruiting command experience, along with progressive assignments of increasing responsibility and leadership, and their invaluable contribution to the Navy's future, as having equal weight to other community members who have followed more traditional career paths. Officers who serve in recruiting billets should be evaluated on their performance as commanding officers similar to their counterparts who followed more traditional community leadership assignments to include commanding officer billets. Give careful consideration to the Navy's need for officers with demonstrated performance and expertise in recruiting duty.

#### **s. Shore Installation Management (SIM)**

(1) The Navy's SIM mission is to serve as the Shore integrator to sustain the Fleet, enable the Fighter, and support the Family through delivery of shore-based operations and services. The priorities of shore management are to enable and sustain Naval forces from the shore by designing, developing, and delivering integrated shore capabilities in support of Fleet Operations. These capabilities must be sustainable and improve both shore and Fleet readiness, shape our future shore design, develop our total workforce, and enable to Fleet to operate forward through a strategy of synchronizing activities, aligning

the shore to meet customer requirements, standardizing service delivery, and implementing innovative approaches to achieve the shore mission.

(2) The Navy needs to develop and retain a cadre of officers with proven experience in SIM. These officers are the lynchpin which connects shore capabilities to Fleet operations and family readiness. Given the importance of this mission enabler, when selecting the officers to fill this vital role, careful consideration should be given to demonstrated shore performance and expertise in their ability to: enable operational forces, enable total force readiness, foster and sustain relationships, manage all aspects of shore operations ensuring effective and efficient support to the Fleet.

(3) The following job and educational experience should be given consideration when selecting SIM Specialty Career Path officers; any job either ashore or afloat which pertains to Antiterrorism/Force Protection, training, or personnel management; and advanced educational degrees to include but not limited to Business Administration, Community Development, City Planning, Law Enforcement, or Environmental.

t. **Space Cadre.** Success of naval operations is highly dependent on the capabilities of national, Department of Defense, and commercial space support to deliver assured Command and Control, Battlespace Awareness, and Integrated Fires to the Fleet. It is imperative that the Navy maintain a cadre of Space Professionals comprised of the Unrestricted Line and the Restricted Line communities that is competent in relating the areas of operations, requirements, research and development, and acquisition to Information Dominance. Members of this cadre may have atypical career paths because of specialized education, training, and assignments outside of the Navy. However, the diverse backgrounds of Space Cadre members, including specialized education, joint duty, and acquisition experience, make members especially valuable assets to the Navy. This cadre will continue to represent the Navy in mid-level and senior joint billets, coordinate space support for maritime operations spanning strategic to tactical operations worldwide, and will be assigned to Navy billets in direct support of space requirements, operations, and acquisition. When selecting the best and fully qualified officers to meet the needs of the Navy, you must view the quality of performance of the officers in the Space Cadre as having weight equal to that ordinarily given to the quality of performance of other members of their respective communities who have followed a more traditional career path.

Give consideration to the demonstrated performance of officers with these skills and this expertise.

u. **Targeting.** Targeting includes two distinct disciplines in an intelligence context: (1) traditional targeting and (2) high value individual (HVI) targeting. With both types of targeting, the ability to operationally configure methods of data sharing, including existing joint and Navy information sharing networks, is a highly valuable skill and necessary for success in these targeting missions areas.

(1) Targeting school graduates (targeteers) provide the Navy with the indigenous capability to fully support the traditional targeting cycle including weaponeering, target selection, battle damage assessment, and support to the warfighting commander.

(2) Officers with HVI targeting expertise provide critical support to combatant commanders and tactical commanders in the field.

(3) HVIs include a broad range of enemy personnel including terrorists who have the potential to disrupt U.S. Joint and Naval operations and unfavorably influence the outcome of operations across all spectrums of warfare areas. Expertise in this field necessitates substantial training and extensive experience in analysis, both real and post event time.